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MAXHR PERFORMANCE MANAGEMENT IMPLEMENTATION FOR COAST GUARD CIVILIAN MANAGERS AND SUPERVISORS

As many of you know, MAXHR will roll out a new Performance Management System for Coast Guard GS/GM civilian managers and supervisors (only) for the performance period beginning 1 April 2006 replacing our legacy Excellence, Achievement and Recognition System (EARS). EARS remains in effect for all other employees.

Although the MAXHR Performance Management cycle begins on 1 April 2006, the Performance Management e-Performance Tool will not be available until 27 April because it is still undergoing system testing and satisfying other technical specifications. Therefore, supervisors will have until 1 July 2006 to establish employee goals and performance measures in the e-Performance Tool.

The MAXHR Performance Management System is being rolled out in a phased approach with Coast Guard civilian managers and supervisors going first. This allows us to work through unforeseen issues and smooth the system while giving leaders an opportunity to gain experience with the Performance Management System and the e-Performance Tool before applying it to our non-supervisory civilian GS employees. The results of this first rating cycle will not affect pay since conversion to the new pay bands and clusters is not scheduled to occur until July of 2007 and pay for performance a year after that, in the summer of 2008.

For this transition, supervisors (military or civilian) of Coast Guard civilian managers and supervisors being evaluated under the new MAXHR Performance Management System along with those being evaluated must complete the following:

Attend the mandatory MAXHR Performance Leadership Training – to understand their role in the new performance management system and gain insight into how to write individual performance goals. Conduct a goal alignment session with employees – to align individual performance goals with the broad organizational goals of the Coast Guard and DHS. Complete a Goal Plan and issue performance plans for employees being evaluated under the new system using the MAXHR Performance Management e-Performance Tool (available 27 April 2006) – to better track performance against the goals and competencies.

All managers and supervisors who will use the new system are required by DHS Management Directive 3181 to complete the MAXHR Performance Leadership Training. This training within the Coast Guard will end 31 March. By then, we will have completed 96 classes, reaching about 2,000 Coast Guard managers and supervisors. Individuals who need the training but who have not yet attended it must do so no later than 1 June 2006. To register,

contact LCDR Ben White via email at BWhite@uscg.mil, or by phone at 202-267-2434. Those needing training will be placed in training sessions allocated to and conducted for other DHS components.

The Coast Guard organizational goals have been provided to DHS and they have been loaded into the e-Performance Tool. Team and individual goals will be linked to these broad Coast Guard organizational goals. A variety of resources are available to help managers and supervisors meet the 1 July 2006 deadline for establishing performance plans for employees under the new system in the e-Performance Tool:

The MAXHR Performance Leadership Manager's Guide (Provided as the workbook for the Performance Leadership training). Appendix B contains the worksheets and procedures for goal writing, goal measurement, and employee discussion processes.

The MAXHR Performance Management Supervisor's Desk Guide <https://dhsonline.dhs.gov/portal/jhtml/dc/sf.jhtml?doid=22556>

Performance Management e-Performance Tool System User Guide <https://dhsonline.dhs.gov/portal/jhtml/dc/sf.jhtml?doid=22557>

Performance Management Coaching Hotline, a follow-up resource for those who have attended the Performance Leadership training. Coaches may be reached at (617)-371-3398 each Friday from 8 a.m. – 8 p.m. Eastern Time for 30-minute coaching sessions on a first come/first served basis. To schedule an appointment, send an email to dhshelpdesk@forum.com.

Performance Management Strategic Goal Alignment Workshops, to register, send an email to: henry.frechette@associates.dhs.gov

MAXHR Performance Management Website. <https://dhsonline.dhs.gov/maxhr>; (click on MAXHR Performance Management)

Performance Goal Worksheet, an interim tool that can be used to establish goals and measures prior to loading them into the MAXHR Performance Management e-Performance Tool. To reach this tool open: <https://dhsonline.dhs.gov/portal/jhtml/dc/sf.jhtml?doid=20853> then select Performance Planning Worksheet.

CG Central's CG Central: Our CG (click on CG Central Home Page), MAXHR Web-pages, Performance Leadership Training Workshop Preparations Materials, which has Coast Guard Strategic Plan, related materials.

Performance Management e-Performance Tool Tutorial (If necessary, accept the Flash Player upgrade download.) <http://cgweb2.uscg.mil/maxhr/>

Additional web-based training is an option that will be used to deliver MAXHR e-Performance Tool training. We are also committed to classroom training in three locations with the heaviest populations of managers and supervisors of civilian GS employees (Coast Guard Headquarters, Norfolk, VA, and Alameda, CA), and we are looking to expand the number of sites to cover all Districts.

More details are forthcoming as we work on a deployment plan for the e-Performance Tool training.

All of the remaining elements of MAXHR are still under development including the Management Directives covering pay bands and the clusters. These additional elements will be implemented in careful steps within the next few years. We will continue to collaborate with DHS to help refine the implementation and to provide the information and tools necessary for everyone to be successful in implementing of MAXHR.

The transition to the MAXHR Performance Management System requires our strong commitment to serve as champions to promote the successful implementation of this new system which will serve as the foundation for a modern pay for performance system. Resources are available to guide everyone through this change process and we will rely heavily upon them as we move forward. I will also publish an ALCOAST with implementation details. In addition, our Command Staff Advisors and servicing HR Specialists are available to provide local information and assistance.

Regards,

RADM Kenneth T. Venuto
Ken Venuto

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